EMPLOY THE RISK MANAGEMENT PROCESS DURING MISSION PLANNING

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PURPOSE

To provide the members of SCCC an understanding of the

Risk Management Process

REFERENCES

- **FM 101-5**
- **FM 100-14**

OUTLINE

- Terms and Definitions
- Principles
- Risk Management Process
- Summary
- Practical Exercise
- Conclusion

Assess Hazards
Develop Controls
Identify Hazards
Risk Management Process
Implement Controls
Supervise & Evaluate

TERMS AND DEFINITIONS

RISK MANAGEMENT- Risk management is a Five step process used to ID and control hazards to protect the force and increase t chance of mission accomplishment. It is a continuous on-going process that begins w the receipt of the mission and is applicable any situation and environment.

TERMS AND DEFINITIONS

RISK ASSESSMENT- Risk assessment is the identification and assessment of hazards (the first 2 steps of risk management proce

HAZARD- Any actual or potential condition can cause injury, illness, or death of person damage to or loss of equipment or property or mission degradation.

TERMS AND DEFINITIONS

RISK The probability of exposure to injury or loss from hazard. Risk level is expressed in terms of hazard probability and severity. Two kinds of risk:

- **Tactical risk** - Risk associated with hazards that exist because of the presence of the enemy or an adversary.

- **Accident risk** - Includes all operational risk considerations other than tactical risk, and can include activities associated with hazards concerning friendly personnel, equipment, readiness, and environmental conditions.

TERMS AND DEFINITIONS

PROBABILITY- The likelihood that an event will occur.

There are five degrees of probability:

Frequent Likely Occasional Seldom Unlikely

SEVERITY- The degree of injury, property damage, or other mission impairing factors.

There are four degrees of severity.

Catastrophic Critical Marginal Negligible

DETERMINE THE DEGREE OF PROBABILITY

PROBABILITY - The likelihood that an event will occur. Determine what is the chance or likelihood of the event occurring? There are five degrees of probability:

- Frequent - Occurs often, continuously experienced.

- Likely - Occurs several times.

- Occasional - Occurs sporadically.

- Seldom - Remotely possible: could occur at some time.

DETERMINE THE DEGREE OF SEVERITY

SEVERITY- The degree of injury, property damage, or other mission impairing factors. There are four degrees of severity.

- ***Catastrophic*** - Loss of ability to accomplish the mission or mission failure. Death or permanent total disability, system loss, or major property damage.

- ***Critical*** - Significantly degraded mission capability or unit readiness. Permanent partial disability, temporary total disability in excess of three months, major system damage, or significant property damage.

- ***Marginal*** - Degraded mission capability or unit readiness. Minor injury, lost workday accident, minor system damage, and minor property damage.

- ***Negligible*** - Little or no adverse impact on mission capability. First aid or minor medical treatment, minor

TERMS AND DEFINITIONS

RISK LEVEL- Expressed in terms of hazard probability and severity. There are four levels of risk.

- Extremely High Risk (E) - Loss of ability to accomplish the mission.

- High (H) - Significantly degrades mission capabilities in terms of required mission standards.

- Moderate (M) - Degrades mission capabilities in terms of required mission standards.

- Low (L) - Little to no impact on

TERMS AND DEFINITIONS

CONTROLS- Controls are actions taken to eliminate the hazard or reduce their risk. Controls may take many forms, but fall basically into three categories:

- Educational Controls - These controls are based on the knowledge and skills of the units and soldiers.

- Physical Controls - These controls may take the form of barriers and guards or signs to warn individuals and units that a hazard exists.

- Avoidance - The control is applied by taking positive action to eliminate the presence of an

TERMS AND DEFINITIONS

RESIDUAL RISK- Residual risk is the level of risk remaining after controls have been selected for hazards (Controls are identified and selected until residual risk is at an acceptable level or it cannot be practically reduced further).

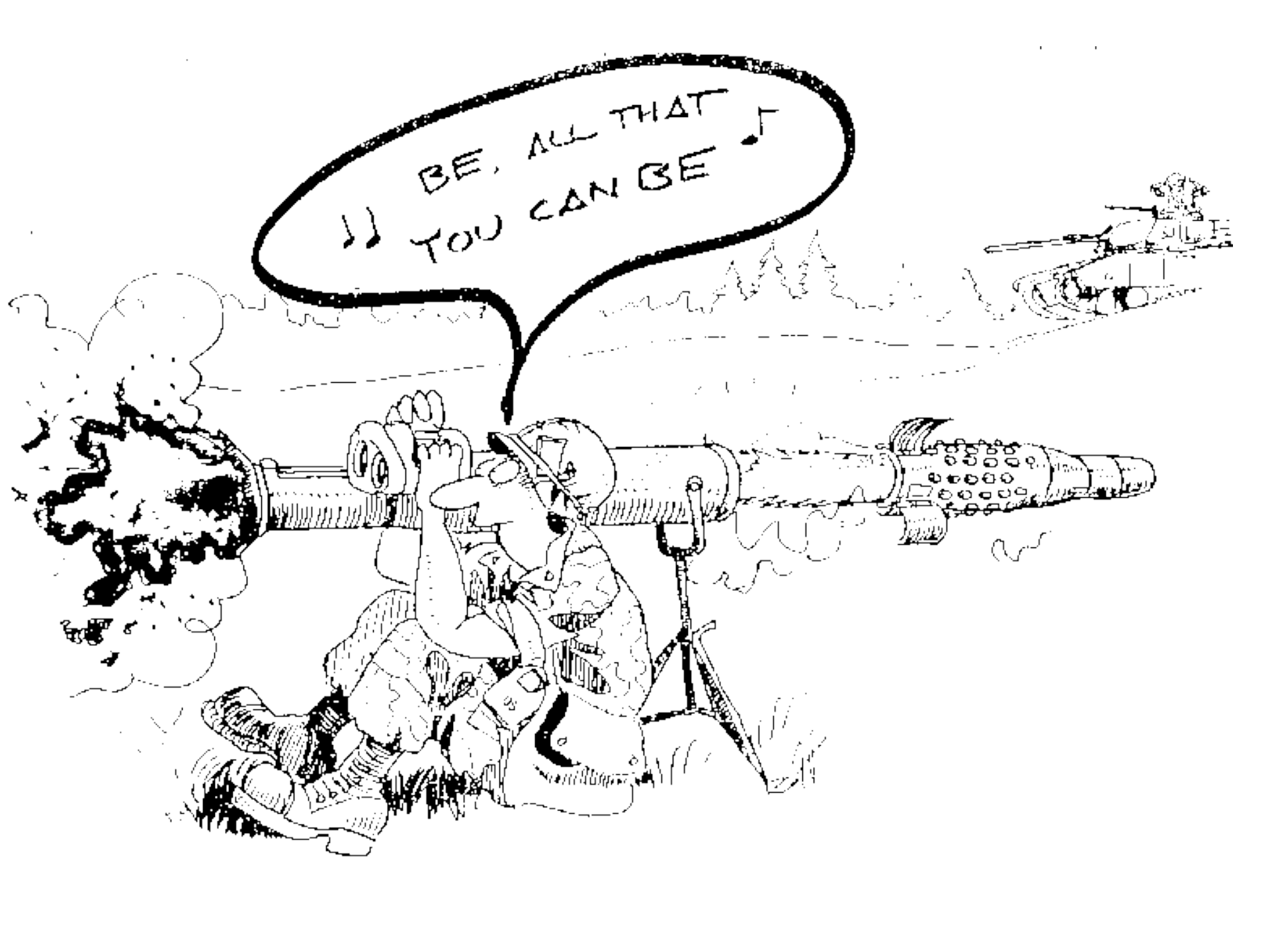
RISK DECISION- The decision whether to accept or not to accept the level of residual risk

RISK MANAGEMENT PRINCIPLES

1. Integrate risk management into mission planning, preparation, and execution.

2. Make risk decisions at the appropriate le in the chain-of-command.

3. Accept no unnecessary risk.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TROOP-LEADING PROCEDURE

Step 1 - Receive the mission

Step 2 - Issue a warning order

Step 3 - Make a tentative plan

Step 4 - Start necessary movement

Step 5 - Reconnoiter

Step 6 - Complete the plan

Step 7 - Issue the complete order

Step 8 - Supervise

Military Decision Making Process

Step 1 - Mission Receipt

Step 2 - Mission Analysis

Step 3 - COA Development

Step 4 - COA Analysis

Step 5 - COA Comparison

Step 6 - COA Approval

Step 7 - Orders Production

Rehearsal

Execution and Assessment

RISK MANAGEMENT PROCESS

Step 1 - Identify the hazards

Step 2 - Assess the hazards

Step 3 - Develop Controls and make risk decisi

Step 4 - Implement controls

Step 5 - Supervise and evalu

RISK MANAGEMENT PROCESS

- Risk Assessment
  - Step 1: Identify hazards
  - Step 2: Assess hazards

- Verify Controls have been developed
  - Step 3: Develop controls
  - Step 4: Implement controls

- Verification Process
  - Step 5: Supervise and evaluate

IDENTIFY RISK

Step 1 - Identify Hazards: Consider all aspects of current and future situations, environment, and known historical problem areas. Use the factors of METT-T (Mission, Enemy, Terrain and Weather, Troops, and Time).

Determine which hazards to Risk-Manage

Q - Is hazard adequately controlled?		Adequate YES	NO
Identified METT-T hazards	Support - Is support available (personnel, equipment, supplies, facilities) adequate to control the hazard?		
	Standards - Is guidance or procedures adequ ly clear, practical, and specific to control haz		
	Training - Is training adequate to control th hazard?		
	Leader - Are leaders ready, willing, and able enforce standards required to control hazar		
	Individual - Is soldier performance sufficien self-disciplined to control hazard?		

A - If all “yes,” no further action.

- If one or more “no,” risk-manage this hazard.

RISK MANAGEMENT WORKSHEET

A. Mission or Task	B. Date/Time Group Begin: End:	C. Date Prepared:
D. Prepared By: (Rank, Last Name, Duty Position)		

E. Task	F. Identify Hazards	G. Assess Hazards	H. Develop Controls	I. Residual Risk	J. Implement Controls
					(How To)

K. **Overall risk level after controls are implemented** (circle

LOW (L) MODERATE (M) HIGH (H) EXTREMELY HI

INTEGRATION OF THE RISK MANAGEMENT PROCESS

Risk Management Process

Step 1 - Identify hazards

Troop-Leading Procedure

Step 1 - Receive the mission

Step 2 - Issue a WARNO

Step 3 - Make a tent.

Military Decision Making Process

Step 1 - Mission Receip

Step 2 - Mission Analys

Step 3 - COA Develop.

Step 4 - COA Analysis

ASSESS HAZARDS

Step 2 - Assess Hazards: Assess the hazards to determine their level of risk on the mission or task. Determine the initial overall level of risk.

INDIVIDUAL HAZARD RISK ASSESSMENT MATRIX

SEVERITY	HAZARD PROBABILITY				
	Frequent	Likely	Occasional	Seldom	Unlikely
Catastrophic	E	E	H	H	M
Critical	E	H	H	M	L
Marginal	H	M	M	L	L
Negligible	M	L	L	L	L

NOTE: The matrix can be a useful tool, but is not a
for a detailed, careful analysis.

RISK LEVELS

E (Extremely High Risk) - Loss of ability to accomplish the mission
H (High Risk) – Significantly degrades msn capabilities in terms of
M (Moderate Risk) - Degrades msn capabilities in terms of require
L (Low Risk) - Little or no impact on accomplishment of the missio

INTEGRATION OF THE RISK MANAGEMENT PROCESS

Risk Management Process

Step 2 - Assess hazards

Troop-Leading Procedure

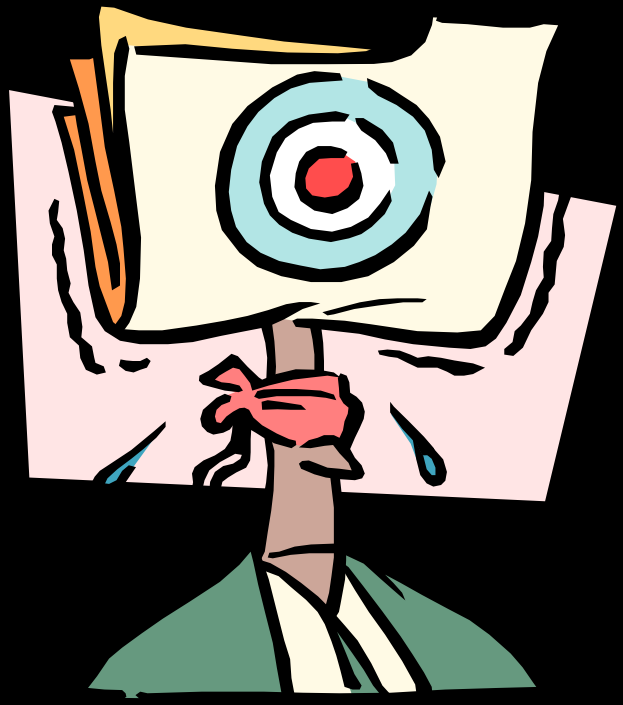
Step 3 - Make a tent plan

Military Decision Making Process

Step 2 - Mission Analysis

Step 3 - COA Developme

Step 4 - COA Analysis



Develop Controls and Make Risk Decision

Step 3 - Develop Controls and Make Risk Decision

Develop control measures for each hazard, that w eliminate the hazard or reduce its risk. As contro measures are developed, risks are reevaluated u all risks are reduced to an acceptable level or ca be reduced further.

INTEGRATION OF THE RISK MANAGEMENT PROCESS

Risk Management Process
Step 3 - Develop controls

Troop-Leading Procedure

Step 3 - Make a tent. plan

Military Decision Making Process

Step 3 - COA Developme

Step 4 - COA Analysis

Step 5 - COA Comparison

Step 6 - COA Approval

Implement Controls

Step 4 - Implement Controls: Decide how each co will be put into effect or communicated. Impleme controls includes coordination and communicatio with superiors, subordinates, and individuals exe the mission/task.

INTEGRATION OF THE RISK MANAGEMENT PROCESS

Risk Management Process

Step 4 - Implement controls

Troop-Leading Procedure

Step 4 - Start nec. movement

Step 5 - Reconnoiter

Step 6 - Complete the plan

Step 7 - Issue the complete order

Military Decision Making Process

Step 7 - Orders Produc

Supervise and Evaluate

Step 5 - Supervise and Evaluate: Supervise and Evaluate the controls to ensure they work. Revise or update as necessary.

INTEGRATION OF THE RISK MANAGEMENT PROCESS

Risk Management Process

Step 5 - Supervise & Evaluate

Troop-Leading Procedure

Step 8 - Supervise

Military Decision Making Process

Rehearsal

Execution and Assessme

SUMMARY

- Terms and Definitions
- Principles
- Risk Management Process

QUESTIONS?

Practical Exercise

Practical Exercise

Scenario:
As part of the quarterly training requirement, your unit will conduct a 12 mile cross-country foot march at the Na Training Center (NTC), within a three hour time period. T weather will be hot and dry (90+ degrees). All soldiers w carry their M16A2 rifle (with blanks), protective masks, L and 30 pound ruck sack. Pre-combat checks will be perf 12 hrs prior to the foot march. At checkpoint Alpha you v cross an improved highway. As you approach checkpoint Bravo (halfway), you will encounter heavy dry brush. Tw percent of your soldiers are new and have never been in desert before. You will depart at 0600 hrs.

RISK MANAGEMENT WORKSHEET

A. Mission or Task	B. Date/Time Group Begin: End:	C. Date Prepared:
D. Prepared By: (Rank, Last Name, Duty Position)		

E. Task	F. Identify Hazards	G. Assess Hazards	H. Develop Controls	I. Residual Risk	J. Implement Controls
					(How To)

K. **Overall risk level after controls are implemented** (circle

LOW (L) MODERATE (M) HIGH (H) EXTREMELY HI

RISK MANAGEMENT WORKSHEET

A. Mission or Task	B. Date/Time Group	C. Date Prepared:
NTC FTX Foot March	Begin: 0600 End: 0900	22 Apr XX

D. Prepared By: (Rank, Last Name, Duty Position)

Tanker, Stud

E. Task	F. Identify Hazards	G. Assess Hazards	H. Develop Controls	I. Residual Risk	J. Implement Controls ("How To")
Foot March	Heat (90+)	P = F S = C R = E	-Force hydration before, during & after foot march	P = F S = M R = H	-Unit TACSOP -Verbal
Foot March	Cross Hwy	P = O S = C R = H	-Use road guards or MPs	P = O S = N R = L	-Unit SOP
Foot March	New Troops	P = F S = M R = H	-Ensure training -Spread NCOs in formation	P = F S = N R = M	-Unit TACSOP

K. Overall risk level after controls are implemented (circle one)

LOW (L) MODERATE (M) HIGH (H) EXTREMELY HIGH (E)

RISK MANAGEMENT WORKSHEET

A. Mission or Task	B. Date/Time Group	C. Date Prepared:
NTC FTX Foot March	Begin: 0600 End: 0900	22 Apr XX

D. Prepared By: (Rank, Last Name, Duty Position)

Tanker, Stud

E. Task	F. Identify Hazards	G. Assess Hazards	H. Develop Controls	I. Residual Risk	J. Implement Controls ("How To")
Foot March	Equip Load	P = F S = M R = H	-Evenly distrib the load	P = O S = M R = L	-Inspection -Verbal
Foot March	Wild-Life (Snakes)	P = O S = C R = H	-Brief Unit	P = S S = C R = M	-Unit TACSOP -Verbal instructions
Foot March	Blistered feet	P = F S = N R = M	-Proper Hygiene -Clean Socks	P = L S = N R = M	-Unit TACSOP

K. Overall risk level after controls are implemented (circle one)

LOW (L) MODERATE (M) HIGH (H) EXTREMELY HIGH (E)

Practical Exercise #2

Scenario:

As part of a National Training Center Rotation, your Task Force(TF) has just completed a successful defensive miss The enemy is establishing defensive positions with your T planning a scout infiltration followed by a TF attack. You tasked to support the TF scouts' infiltration into the enem sector with a retrans team. The weather will be hot and d (90+ degrees). All soldiers will be uploaded for combat w MILES gear. You are 75% strength and this is the 8th day o the rotation. Your team must be set NLT 0300 tonight and prepared to operate for 24-36 hours. It is 1000 hours and you are to provide a risk assessment for this operation IO reduce casualties.

RISK MANAGEMENT WORKSHEET

A. Mission or Task	B. Date/Time Group	C. Date Prepared:
Retrans TM Infil	Begin: 1000 End: +48 hrs	15 JUL XX

D. Prepared By: (Rank, Last Name, Duty Position) Tanker, Stud

E. Task	F. Identify Hazards	G. Assess Hazards	H. Develop Controls	I. Residual Risk	J. Implement Controls ("How To")
Retrans Infil	Heat (90+)	P = F S = C R = E	-Force hydration -Night move -Carry H20	P = L S = C R = H	-TACSOP -PCI -Verbal
	Rough Terrain	P = L S = C R = H	-Follow scouts -Check NVG's -Map Recon	P = O S = M R = M	-Coord L/U -PCI -Verbal
	Enemy Troops	P = F S = C R = E	-Follow Scouts -Clear Site Loc. -Camo Pos	P = O S = C R = H	-Coord L/U -TACSOP

K. Overall risk level after controls are implemented (circle one)

LOW (L) MODERATE (M) HIGH (H) EXTREMELY HIGH (E)

RISK MANAGEMENT WORKSHEET

A. Mission or Task	B. Date/Time Group	C. Date Prepared:
Retrans TM Infil	Begin: 1000 End: +48 hrs	15 JUL XX

D. Prepared By: (Rank, Last Name, Duty Position)

Tanker, Stud

E. Task	F. Identify Hazards	G. Assess Hazards	H. Develop Controls	I. Residual Risk	J. Implement Controls ("How To")
Retrans Infil	Equip Load	P = L S = C R = H	-Extra H20 -MRE's x 2 -Loadplans	P = S S = M R = L	-PCI -Verbal -TACSOP
	Sleep Loss	P = F S = C R = E	-Sleep Plan -Rotate Personnel	P = O S = C R = H	-TACSOP -Inspection -Verbal
	Artillery	P = L S = C R = H	-Displace equip -Camo position -Dig positions -CFZ's, NFA's	P = O S = M R = M	-TACSOP -Inspection -Verbal

K. Overall risk level after controls are implemented (circle one)

LOW (L) MODERATE (M) HIGH (H) EXTREMELY HIGH (E)

CONCLUSION

Leaders must identify hazards and th implement measures to reduce or Eliminate the risks. This is how we protect the force and increase the chances of mission accomplishment.

Summary

The Risk Management process is an essential tool in our ability to reduce the threat to our soldiers in training operations and combat operations.

Don’t be the officer required to say, “Your child/spouse/parent is dead, because I was stupid!”